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LEADERSHIP JOB DIMENSIONS AND COMPETENCY REQUIREMENTS
FOR COMMISSIONED AND NONCOMMISSIONED OFFICERS
Remediation of Inadequacies in Existing Data Bases

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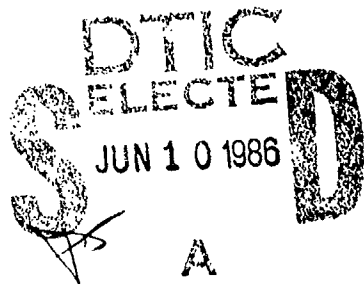Newell K. Eaton, Acting Director

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The objective of this research note is to identify non-technical leadership
job dimensions and the assorted competencies needed for commissioned and non-
commissioned officers. In order to meet this objective, the note develops a
comprehensive job analysis data base for the description of Army leadership-
related job tasks. The leadership knowledge, skills, abilities, and other char-
acteristics (KSAOs) associated with successful performance were determined in
order to develop a comprehensive model of generic job dimensions and skill
requirements.

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INTRODUCTION

Commissioned Army officers receive formal leadership training from various schools in the Army educational system as they advance in grade and experience. In fact, leadership training often begins prior to commissioning, either at West Point, Reserve Officer Training Corps (ROTC), or in Officer Candidate School (OCS). Leadership courses are included in the curricula of the Officer Basic Course (OBC) attended soon after commissioning. Located at branch schools, OBC is designed to prepare officers to serve in the grade of lieutenant and to fill company grade positions. The Officer Advanced Course (OAC) is attended after three and one-half to six years of commissioned service. This course is also taught at branch schools and is designed to prepare an officer to serve in staff positions up to division level and to command a company size unit. The Combined Arms and Services Staff School (CAS^3) course will soon be attended by all officers who have seven to nine years of commissioned service. It is taught through a combination of correspondence courses and resident instruction at the school located at Ft. Leavenworth, Kansas. CAS^3 is designed to prepare all officers to serve on division and corps level staffs. The Command and General Staff College (CGSC) course is for selected officers with between 11 and 15 years of commissioned service. It is designed to prepare officers to command battalions and to serve on brigade, division, and corps staffs. Finally, the Senior Service College (SSC) course is offered at either the Army War College (AWC), or its equivalent, to selected officers who have served between 17 and 22 years. It is designed to prepare the officer to fill senior staff positions in both the Army and the National Defense establishment.

Noncommissioned officers are also afforded leadership training throughout their careers. Noncommissioned officers are provided an opportunity to attend the Primary Noncommissioned Officer Course (PNOC - combat arms) or the Primary Technical Course (PTC - other than combat arms) and the Basic Noncommissioned Officer Course (BNOC - combat arms) or the Basic Technical Course (BTC - other than combat arms). Enlisted

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persons in grades E4 and E5 attend the non-MOS specific PNOC course, a field-oriented course built around basic soldier skills and tasks. It is designed to develop leadership abilities required by small units in various field situations. Noncommissioned officers in grades E5 and E5 (promotable) may attend the BNOC, which is designed to develop skill-level-3 weapons systems and equipment experts who can train subordinates to maintain, operate, and employ weapons and equipment. Noncommissioned officers in grades E6 and E6 (promotable) in all MOSs are eligible to attend the Advanced Noncommissioned Officer Course (ANOC) designed to develop the supervisory skills and knowledge needed to perform the duties of platoon sergeant or to assume comparable responsibilities. The Senior Noncommissioned Officer Course (SNOC) is open to first sergeant designees (E7s) and to first sergeants (E8s) who have been in their job for less than one year, and provides training in the most critical tasks of the first sergeant position. Finally, the Sergeants Major Academy trains E8s and E9s for positions of highest noncommissioned officer responsibility throughout the Army and Defense establishment.

In recent years, the Army has recognized the need to coordinate leadership training, both for commissioned and noncommissioned officers; the Center for Army Leadership has been given this responsibility. The effort includes identification of the specific leadership skills and competencies required at each of the various grade levels from sergeant through colonel. While it is postulated that there is a set of "generic skills" required for effective leader performance, which remain the same or are at least similar from level to level, the profile of generic skills (i.e., which skills are most critical) for the different levels may not be identical. As the profile changes among grade levels, the training that individuals receive for their roles at higher grade levels could be based on these identified needs. This would provide progressive development in leadership skills, with each course and/or assignment serving as a foundation for the requirements of the next level. Such training could be expected to provide minimum repetition and maximum job-level specificity.

Variations in skill requirements from level to level are not only a result of differing magnitudes of resources available, but also of qualitative changes in the problem solving processes required at the various levels. It should be possible to develop a taxonomy for Army leader development by examining the progression of duties and problem solving processes required from grade level to grade level in terms not only of the specific skills needed by incumbents, but also in terms of the generic leadership skills and their contribution to more general problem-solving processes. Thus, the major objective of this research was to identify the non-technical leadership job functions and associated competencies needed at different organizational levels.

Research on Job Dimensions and Competency Requirements

A substantial amount of work has already been performed at company grade levels for both commissioned officers (officers) and noncommissioned officers (NCOs) relative to non-technical leadership job functions and associated competencies. The present research effort attempted to extend this work to more senior officer levels and to encompass NCOs within a total model that can serve as the basis for development of leader assessment and training packages and as a guide to management of a total leader development system. In order to meet these objectives, the present research sought to accomplish the following:

- Develop a comprehensive job analysis data base for selected duties and positions, and develop more general functional leadership job performance dimensions (JPDs).

- Determine empirically the leadership knowledges, skills, abilities and other characteristics (KSAOs) associated with successful performance of the previously determined job dimensions.

- Develop a comprehensive leader development model that specifies generic job dimensions and competencies or generic skill requirements relevant to officer and NCO positions at specified levels, and compare the characteristics of these job dimensions and competencies within and between duty positions/grade levels.

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The following duty positions were included in the research:

Department of the Army Staff Officer	(06, 05)
Brigade Commander	(06)
Battalion Commander Division Staff Officer	(05, 04)
Brigade Staff Officer	(04, 03)
Company Commander	(03)
Battalion Staff Officer	(04, 03, 02)
Platoon Leader	(01, 02)
First Sergeant	(E8)
Master Sergeant	(E8)
Platoon Sergeant	(E7)
Sergeant First Class	(E7)
Squad Leader	(E6)
Staff Sergeant	(E6)
Fire Team Leader	(E5)
Sergeant	(E5)

Overview of the Remediation Effort

The Statement of Work for Contract MDA-903-83-C-0062 specifies that job analysis research is required for jobs at the more senior levels for commissioned officers and that "The (existing) data for noncommissioned officers will prove adequate for the present purpose." It was assumed that job analysis work underway in U.S. Army, Europe (USAREUR) and the Continental United States (CONUS) covering NCO positions would provide the necessary data base for identifying the competencies or generic skills associated with NCO functions. However, the work being done in USAREUR and CONUS on NCO job functions was not completed in time for utilization in this project. Therefore, it was necessary to find other sources of task data for NCOs and to verify the task lists for both officers and NCOs to determine the adequacy of the data base before the development of job performance dimensions (JPDs) commenced. The current project was concerned only with common, non-technical leadership tasks and hence common, non-technical leadership JPDs. By definition, a JPD is a cluster of work-related tasks which together describe an aspect, portion, or dimension of a job. The major purpose of the task lists was

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to provide a rational basis for development of the JPDs.   This report
will describe the sources of job analysis data and the procedures used
to revise, update, clarify, and verify this data for use as the basis
for developing JPDs.

PROCEDURES

Literature Search

Extensive prior research provided a wealth of job task data for grades E5 through E8 and O1 through O6. Hebein, Kaplan, Miller, Olmstead, and Sharon (1984) identified leadership tasks, skills, and functions performed by NCOs in USAREUR. The Soldier Support Center-National Capital Region maintains lists of tasks (Comprehensive Occupational Data Analysis Programs (CODAP), 1981, 1982) performed by all skill levels. While these lists are not limited either to tasks involving leadership or to those performed only by NCOs, they do include both of these categories. Army Field Manual No. 22-600-20, The Noncommissioned Officer Guide (1980), discusses the primary duties or tasks of the NCO.

Batia and Kaplan (1981) extrapolated a list of NCO non-MOS specific leadership tasks for platoon sergeants, section leaders and squad leaders from a list of similar tasks for first sergeants developed by the U.S. Army Sergeants Major Academy. It was that list which ultimately provided the core of NCO leadership tasks utilized in this research. The list was expanded to include E5 tasks as well as tasks for all NCO grades from the other sources described above. Details of this expansion will be discussed in a later section of this report.

Sources for leadership tasks performed by officers were even more plentiful than were those for NCOs. Buchanan, Layton, and Schaefer (1978) performed a management study at the company level in which they listed the management or leadership duties performed by officers assigned to companies. Stewart, Christie, and Jacobs (1976) identified the leadership tasks performed by company commanders in a USAREUR research project. HumRRO Division #4 reported on a study performed in 1970 to identify the knowledges and skills (many of which were tasks) needed by Operations and training and by Logistics Staff Officers to successfully carry out their duties. Tasks performed by all principal staff officers at the division, brigade, and battalion level were reported by Baker (1970). In order to design a curriculum for the new Combined Arms and Services Staff School, the new faculty conducted a survey to learn which tasks performed by majors serving in staff

positions; this list was published in 1982. Korotkin, Hadley, Davis, and Marsh (1976) reported on a set of duty modules with supporting tasks for five branches for officers in grades 01 through 06. The tasks, which were verified and listed in a task data bank, were not limited to those pertaining to leadership but were those common across branches for various duty positions.

The Review of Education and Training for Officers (RETO) performed in 1978 expanded the earlier work of Korotkin et al. to widen the list of duty modules to include all officer duty positions. As a result of the RETO study, the recommendation to continue the development of duty modules until all branches and all officer duty positions were included was modified and implemented to the extent that the Soldier Support Center-National Capital Region, which already had the mission of maintaining a CODAP task data bank for enlisted persons, was given the additional mission to create a CODAP task data bank for all officer positions. While not yet complete, these CODAP task lists for officers in grades 01 through 06 were made available for this research. The Korotkin et al. task data bank became the vehicle for constructing a leadership task list for officers.

Development of Survey Instruments

Officer task instruments. A task list survey instrument for officers was developed as follows:

The 1,648 tasks contained in the 161 officer duty modules compiled for ARI in earlier research (Hadley, 1979) were scrutinized by a subject matter expert (SME) to extract all tasks involving leadership with some commonality across branches, but not technical in nature. The first tentative list to be verified by incumbents contained 285 leadership tasks selected from the ARI duty modules.

The 104 duty modules developed by the RETO study group were next examined by the SME to extract additional common, non-technical leadership tasks that did not duplicate tasks already compiled from the ARI "duty module" task data bank. Seventeen new tasks were added to the tentative list as a result of this step.

Finally, the CODAP task lists of common tasks for field grade and company grade officers were examined by the SME to find additional common, non-technical leadership tasks not already found in the other sources for inclusion in the tentative comprehensive task list. Sixteen tasks for company grade officers and 72 tasks for field grade officers were added to the tentative list of leadership tasks.

Three members of the research staff, including the SME, reviewed this tentative list of 390 tasks to eliminate redundancies and combining tasks, where appropriate, to achieve a common level of specificity. The panel was able to reduce the number of leadership tasks to 183, which were divided into 112 tasks thought to be common across officer grade levels, 66 tasks thought to be unique to field grade officers, and five tasks thought to be unique to company grade officers.

Three separate survey instruments for officers were prepared. The first contained only the 66 tasks thought to pertain exclusively to field grade officers, the second contained the five tasks thought to pertain only to company grade officers, and the third instrument listed those 112 tasks thought to apply to all officer grade levels. Instructions were prepared for the moderator who was to discuss these tentative lists with SMEs in the field, together with an outline of the procedures to be followed by panelists and an explanation with examples of what is meant by a leadership-related task.

NCO task instruments. Concurrent with the development of the task list and survey instrument for officers by the contractor, ARI was developing a tentative list of common, non-technical, leadership-related tasks for NCOs in grades E5 through E7. Two associates of the COTR and an SME provided by the contractor analyzed the results of a test of methodologies conducted at Ft. Devens, Massachusetts, and combined, re-worded, added and eliminated leadership tasks which had been extracted from the CODAP lists of common tasks for grades E5, E6, and E7, re-taining separate lists by grade levels. The resultant tasks were typed on individual cards, and a set of six card stacks were prepared, one for each grade level. The E5 card stack contained 284 tasks, the E6 stack 188 tasks, and the E7 stack 180 tasks. Instructions were prepared for

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the staff member who was to collect data and a separate set of instructions was prepared for each incumbent who was to participate as a panel member in the field verification.

Data Collection

Officer task data from Ft. Lewis, Washington. The tentative lists of common, non-technical leadership related tasks for officers were addressed by six panels of incumbents at Ft. Lewis, Washington. The composition of the six panels is shown in Table 1.

Following an explanation of the purpose of convening the panel by a member of the research team, each panelist briefly outlined his/her principal duties. A second member of the research team recorded these duties. Panelists were told that following a detailed examination of the task list, the list of duties presented orally by them would be examined to determine whether all facets of the job were covered by the written task list in front of them.

The panel then discussed each of the 183 tasks on the three task lists to determine its applicability, commonality, and correct wording. Redundancies were noted, and closely related tasks were combined where appropriate. Following this discussion of the task lists, the notes taken during each panelist's outline of the duties associated with his/her position were read and each panelist was asked whether the task lists adequately covered the non-technical, leadership-related parts of the job. As a result of these discussions, 38 tasks were deleted from the list of tasks common across grade levels; one task was moved from the unique-to-field-grade list to the unique-to-company-grade list; five tasks were moved from the common-across-grade-levels list to the unique-to-company-grade list, 22 tasks were added to the common task list based on the recommendations of panelists; and 11 tasks were reworded or combined into others. The task list emerging from these discussions contained 156 tasks for officers in grades 0-1 through 0-6. The research staff retained a code that would identify the origin of each task (from a list unique to certain officer grades or common across grades) but the former three lists were combined into a single task list following the visit to Ft. Lewis.

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Table 1

Panels of Officers, Ft. Lewis

Panel #	Grade	Duty Position
1	O-6	Infantry Brigade Commander
1	O-5	Deputy DISCOM Commander
2	O-2	Infantry Brigade S1
2	O-4	Infantry Brigade S2
2	O-4	Infantry Brigade S3
2	O-3	DISCOM S4
3	O-5	Infantry Battalion Commander
3	O-5	Artillery Battalion Commander
3	O-4	Infantry Brigade Executive Officer
4	O-2	Infantry Battalion S1
4	O-3	Infantry Battalion S3
4	O-3	Tank Battalion S3
4	O-2	Support Battalion S2/S3
5	O-3	Infantry Headquarters and Support Company Commander
5	O-3	Infantry Headquarters Company Commander
5	O-3	Rifle Company Commander
5	O-3	Tank Company Commander
5	O-3	Artillery Service Battery Commander
5	O-3	Artillery Headquarters Battery Commander
6	O-2	TOW Platoon Leader
6	O-1	Rifle Platoon Leader
6	O-2	Field Artillery Targeting Officer
6	O-1	Rifle Platoon Leader
6	O-2	Field Artillery Brigade Support Officer

NCO task data from Ft. Lewis, Washington. The stacks of task cards for NCOs were addressed by six panels of NCOs at Ft. Lewis, Washington, as shown in Table 2.

One panel of E8 incumbents and one panel of E7 incumbents sorted the stacks of task cards applicable to each grade level, E5 through E7, according to the criteria of importance, frequency, and level of difficulty, with a five-point rating scale for each criterion and recorded their results on an answer sheet provided.

Analysis of the NCO data collected at Ft. Lewis failed to reveal any selection pattern among panelists. This result can be attributed partly to the composition of the review panels, which were predominately maintenance, finance, military police and medicine. In addition, the CODAP common tasks from which the tasks were extracted tended to be more technical and more specific than the common leadership tasks developed for USASMA. A decision was made to develop a new set of task lists for NCOs based on the USASMA lists already addressed by three successive panels of incumbents and SMEs, and at about the same status relative to verification as the officer task lists following the visit to Ft. Lewis.

The USASMA task lists had been developed initially for tasks performed by first sergeants. Then tasks performed by platoon sergeants, section sergeants, and squad leaders had been extrapolated by a SME and the lists subjected to scrutiny by a series of SMEs. A military expert on the contractor's research staff screened the tasks on the CODAP printouts for each NCO grade, and compared the list with the USASMA list for that same grade. Any tasks on the CODAP printout but not on the USASMA task lists, and which appeared to have merit, were added to the USASMA lists. The USASMA task list for squad leaders (E6) was expanded to include tasks for assistant squad leaders (E5). Any tasks picked up in this manner were examined to see whether an appropriate task should be extrapolated for other NCO levels. The reverse process was used develop the USASMA task lists: a first sergeant's, platoon sergeant's and section sergeant's tasks might be extrapolated from a

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Table 2

Panels of NCOs, FT. Lewis

Panel #	Grade	Duty Position	Grade Level of Task List Addressed
1	E-7	Chief, Control Section	E-7
1	E-7	Chief, Finance section	E-7
1	E-7	Chief, POL Section	E-7
1	E-7	Platoon Sergeant	E-7
1	E-7	Operations Sergeant	E-7
2	E-7	NCOIC DX Activity	E-6
2	E-7	Treatment PH Sergeant	E-6
2	E-7	Engineer Platoon Sergeant	E-6
2	E-7	Medical Company Technician	E-6
3	E-7	Aircraft Maintenance Platoon Sergeant	E-5
3	E-7	Transportation Platoon Sergeant	E-5
3	E-7	Law Enforcement Command S-3 Sergeant	E-5
3	E-7	Correctional Custody Facility First Sergeant	E-5
4	E-8	NCOIC Military Pay Section	E-7
4	E-8	First Sergeant, Finance Unit	E-7
4	E-8	Operations Sergeant, Construction Engineering Battalion	E-7
4	E-8	Assistant Operations Sergeant, Maintenance Battalion	E-7
5	E-8	Maintenance Control Sergeant	E-6
5	E-8	Operations Sergeant, Medical Battalion	E-6
5	E-8	Food Service Supervisor	E-6
5	E-8	Operations Sergeant, Maintenance Battalion	E-6
6	E-8	First Sergeant, Maintenance Battalion	E-5
6	E-8	S2/S3 Section Sergeant, Maintenance Battalion	E-5
6	E-8	Provost Sergeant, Correctional Facility	E-5

squad leader's task picked up from the CODAP task list. The same result might occur from picking up a section sergeant's or platoon sergeant's task from the CODAP task list. Simultaneously, the SME attempted to eliminate redundancy, achieve similar specificity of statement, and combine closely related tasks. As a result of this process additions/deletions were made in the USASMA task lists (Table 3).

Officer task data from Ft. Polk, Louisiana. Fifty-nine officers stationed at Ft. Polk addressed the non-technical leadership-related task list for officers. The characterization of the officer sample is shown in Table 4.

Respondents were given task lists reflecting the results of the Ft. Lewis panel discussions, containing 156 leadership-related tasks. They were requested to read through the list of tasks, mark all tasks applicable to their current duty position, indicate the percentage of their non-technical leadership tasks covered by the list, and list any tasks that should be added.

Table 5 reflects the coverage of leadership tasks afforded by the officer task list. Respondents recommended that 38 tasks be added to the consolidated list of officer leadership tasks.

NCO task data from Ft. Polk, Louisiana. As shown in Table 6, 46 NCOs completed questionnaires listing the non-MOS specific leader tasks performed by NCOs in grades E5 through E8.

Like the officers, NCOs were assembled in a theater. Unlike the officers, they were given lists containing only those tasks from the amended USASMA lists applying to their own grade; they were not given consolidated lists of tasks for all NCO grades. They were, however, given an additional list of those tasks applicable to first sergeants (E8) since the task lists for E7s, E6s, and E5s rated those tasks as "Not Applicable" in many cases to their grade. Respondents read through the list of tasks, marking all tasks applying to their current position, indicating the percentage of their non-MOS specific leadership tasks covered by the list, and listing any tasks that should be added. In addition, E7, E6, and E5 respondents were instructed to turn to the

Table 3

Changes to USASMA Task Lists

Grade Level	Number of Tasks On USASMA List	Number of Tasks On Original USASMA List Deleted or Incorporated Into Another Task By Rewording	Number of Tasks Added to Original USASMA List From the CODAP List	Number of Tasks on Remediated USASMA Lists
E-8	261	-24	+25	262
E-7	232	-32	+40	240
E-6	232	-53	+37	216
E-5	214	-65	+32	181

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Table 4

Officer Sample, Ft. Polk

Grade	Number of Officers	Duty Position	Number of Officers	Type of Duty	Number of Officers
06	2	Command	33	Combat	29
05	9	Staff	<u>26</u>	Combat Support	14
04	7	TOTAL	59	Combat Service Support	<u>16</u>
03	22			TOTAL	59
02	12				
01	<u>7</u>				
TOTAL	59				

Table 5

The Degree to Which the Task Lists
Cover the Leadership Aspects
of Selected Positions

COMMISSIONED OFFICERS

Grade	06		05		04		03		02		01	
Duty Position	Command	Staff	Command	Staff	Command	Staff	Command	Staff	Command	Staff	Command	Staff
N	2	0	7	2	0	7	11	11	6	6	7	0
Average percent of coverage	85%	*	88%	95%	*	81%	82%	85%	83%	68%	68%	*

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Table 6

NCO Sample, Ft. Polk

Grade	Number of Incumbents	Duty Position	Number of Incumbents	Type of Duty	Number of Incumbents
E-8	12	Command Support[a]	27	Combat	12
E-7	12	Staff	_19_	Combat Support	15
E-6	5	TOTAL	46	Combat Service Support	13
E-5	_17_			Unknown	_6_
TOTAL	46			TOTAL	46

[a]Command support positions for NCOs are construed to be those of 1st Sergeant, Platoon Sergeant, Squad Leader, or Fire Team Leader or their equivalent as contrasted with a supervisory position in a staff section.

first sergeant's task list each time the term "Not Applicable" appeared beside a task number on their list. They were to read the first sergeant's task bearing the same number, to see if they agreed that the task did not apply to them. If they agreed, they did nothing. If they did not agree, they were to circle that task number on their own task list.

Table 7 reflects the NCO evaluation of degree of coverage of non-MOS-specific leadership tasks afforded by the amended USASMA task list for various grade levels. Only one NCO listed any additional tasks; he suggested five tasks be added to the list to make it more comprehensive.

Data Analysis

Officer task data. An analysis was made of the responses by officers to the survey conducted at Ft. Polk. At least four officers responded positively to each of the 156 tasks on the officer task list. The 22 tasks receiving a relatively small positive response were examined individually to determine the reason for the small participation by incumbents. All 22 tasks were somewhat esoteric (e.g., #7, "Perform appellate functions for Article 15 appeals"), but were important enough for those who do perform the task to warrant their retention on the list. No tasks were deleted as a result of the analysis. However, 19 tasks labeled "field grade only" were changed to the "common" category, two tasks were changed from "field grade only" to "company grade only," and five tasks in the "company grade only" category were moved into the "common" category.

NCO task data. The survey instruments completed by NCO incumbents were analyzed following the collection effort at Ft. Polk. If no more than one respondent in a grade level indicated that a task was applicable to his/her position, the task was deleted from the list for that grade. If two or more respondents in a grade level indicated that a task on their own task list or on the first sergeant's task list was performed by them, the task was retained or added for that grade. As a result of this procedure, no tasks were added or deleted from the E8 task list; 17 tasks were added and no tasks were deleted from the E7 list; 15 tasks were added and 35 tasks were deleted from the E6 task list; and 30 tasks were added and two were deleted from the E5 list.

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Table 7

The Degree to Which the Task Lists
Cover the Leadership Aspects
of Selected Positions

NONCOMMISSIONED OFFICERS

Grade	E8		E7		E6		E5	
Assignment	Command* Support	Staff	Command* Support	Staff	Command* Support	Staff	Command* Support	Staff
N	9	3	6	6	4	1	8	9
Average Percent Of Coverage	91%	63%	75%	81%	77%	95%	67%	70%

*Command support positions for noncommissioned officers are construed to be those of 1st Sergeant, Platoon Sergeant, Squad Leader, or Fire Team Leader as contrasted with a supervisory position in a staff section.

RESULTS

Following the field verification and analysis of the lists of common, non-technical, leadership tasks for officers and of non-MOS-specific leader tasks for NCOs, a panel of experts was convened to consider the additional tasks recommended by incumbents for inclusion in the tasks lists and further refine the task lists based on their own judgment. The panel was composed of six retired Army colonels--four from combat arms, one from combat support, and one from combat service support--and two psychologists on the research team.

Officer Task Data

Panelists reviewed each task on the consolidated list for officers. They divided some tasks into two or more tasks combined some into a single task by rewording, eliminated some tasks because of redundancy, and added 20 tasks recommended by incumbents who had been surveyed at Ft. Polk. The final leadership task list for officers containing 163 separate tasks is presented in Appendix A.

NCO Task Data

The task lists for NCOs remained separate through field verification: one each for E8s, E7s, E6s, and E5s, to preserve compatability with the USASMA list from which they were derived. Prior to being addressed by the SME panel, the four separate task lists were combined into a single list. The SME panel that had already examined the task list for officers next addressed the combined list of NCO tasks. Of the 304 tasks on the USASMA list, 88 were deleted by rewording and combining into other similar or related tasks. One task was added by the SME panel from the list of five recommendations of an incumbent, resulting in a total of 217 tasks on the final task list presented in Appendix B.

CONCLUSIONS

Although the population was relatively small for both officers and NCOs, the analysis of the data collected tended to confirm the validity of the task lists. This confirmation was weakest for first lieutenants in staff positions and second lieutenants in the position of platoon leader for officers, and for master sergeants and sergeants (E5) in staff positions and Platoon Sergeants, Section Sergeants and Squad Leaders in command support positions for NCOs.

At least some of the low incumbent ratings were due to misinterpretation of the question: "What percentage of your non-technical leadership tasks are covered by this list?" At least three respondents are known to have added the number of tasks which they had circled on the list and divided by the total number of tasks on the list. It is assumed that other respondents interpreted the question in a similar fashion. It can also be assumed that due to inexperience, second lieutenants and sergeants (E5) had greater difficulty distinguishing between leadership and non-leadership related tasks they perform. The sources of the task lists (ARI "Duty Modules," RETO "Duty Modules," CODAP task lists (over 90% complete for company grade officers), the USASMA list of non-MOS specific leader tasks for NCOs compiled in 1981, and the CODAP task data bank which has been in use by the Army for over ten years and is periodically updated) augmented by suggested additions from survey participants and scrutinized by a panel of experts, would hold up on their own even without the field verification which, overall, confirmed their validity.

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APPENDIX A

Final Officer Task List

Officer Leadership Tasks

No	Code*	Task Statement
1.	c.	Assume responsibility for performance of command and take action to solve problems.
2.	c.	Represent commander and act for him in his absence.
3.	c.	Review, interpret directives, orders and information.
4.	c.	Apply directives, orders and information.
5.	a.	Appoint investigating officers, boards and members of courts-martial.
6.	c.	Review and take action on findings of investigating officers, courts and boards.
7.	c.	Issue formal admonitions and reprimands and exercise authority of non-judicial punishment under UCMJ.
8.	a.	Perform appelate functions for Article 15 appeals.
9.	c.	Prefer court martial charges.
10.	c.	Recommend actions to be taken under the provisions of the UCMJ.
11.	c.	Review complaints and suggestions and take corrective action.
12.	c.	Represent superior and organization in contacts with news media.
13.	c.	Schedule, plan and/or conduct appointments, conferences, and meetings.
14.	c.	Prepare and present briefings.
15.	c.	Advise commander/staff on matters within my purview.
16.	c.	Plan, control, and take part in community and public relations activities such as parades, demonstrations, displays and civic assistance.

*Code: a.   Task unique to field grade officers.
         b.   Task unique to company grade officers.
         c.   Task common to both field and company grade officers.

17. c. Issue guidance, train in proper procedures, and evaluate results.

18. c. Motivate subordinates and evaluate their job performance.

19. c. Review studies, plans, orders, reports and correspondence prepared by assistants and approve, disapprove or refer to supervisor with recommendation.

20. c. Organize personnel and other resources into functional elements to accomplish mission.

21. c. Establish time requirements for developing a master schedule.

22. c. Establish priorities and production controls to distribute workload and optimize use of facilities.

23. c. Plan assignment of work to organizational elements.

24. c. Plan and allocate ADP equipment utilization time for supported units and activities.

25. c. Interpret output of a management information system.

26. c. Operate a system for filing, retrieval, display, and reporting of information.

27. c. Employ OR/SA methodologies such as simulation models, statistical analyses, network portrayals, gaming and the like for identifying solutions to complex problems.

28. a. Develop and implement management analysis methods.

29. c. Develop and implement standards of performance and conduct.

30. c. Develop and implement procedures for work measurement and simplification.

31. c. Make managerial studies for improved efficiency of operation.

32. c. Develop budgets and cost estimates for overall projects and included work packages.

33. c. Prepare directives for development and preparation of command operating program and budget, and concomitant budget execution review.

34. c. Modify and up-date plans, schedules, and budgets on basis of program evaluation and review.

35. c.   Develop plans, sequence key events and activities, coordinate interdependent networks and identify critical paths.

36. c.   Develop personnel plans, programs and directives concerning training, organization and manpower.

37. c.   Develop plans, programs and directives concerning maintenance systems.

38. c.   Evaluate budgetary constraints and other matters of risk and sensitivity for the decision-maker.

39. c.   Conduct and review studies and surveys of organizations, manpower, space and equipment to assist in management improvements.

40. c.   Design and control formats for receiving reports and statistical summaries of operations.

41. c.   Prescribe and review standing operating procedures for internal functioning.

42. c.   Prepare studies, plans or correspondence for a superior.

43. c.   Arrange for headquarters facilities and support services.

44. c.   Establish and operate a suspense system.

45. c.   Place demands upon a system for filing, retrieval, display and reporting of information.

46. c.   Screen incoming correspondence and distribute for action or information.

47. c.   Report and investigate safety violations, accidents and irregularities, and take corrective action.

48. a.   Process and accommodate visitors to headquarters.

49. b.   Administer unit funds.

50. c.   Authenticate orders and official correspondence.

51. c.   Conduct personnel administrative programs such as decorations and awards, billeting, promotions and separations.

52. b.   Perform maintenance record administration in unit.

53. c.   Initiate concept documents in concert with the TRADOC community.

54. c.   Conduct concept organizational equipment and material evaluations.

55. c.   Recommend development, acquisition, rejection or revision of concepts and associated equipment.

56. c.   Attend meetings and conferences related to test concept and evaluation and observe demonstrations and tests.

57. c.   Counsel and assist subordinates on personal affairs, job performance, professional development and disciplinary matters.

58. c.   Coordinate personnel selection and career development.

59. c.   Guide personnel management operations of subordinate personnel section or special staff.

60. c.   Recommend/assign personnel to key positions.

61. c.   Establish procedures for safeguarding classified information.

62. c.   Arrange for health, legal and religious services.

63. c.   Encourage personnel to take full advantage of recreational facilties, Post Exchange, mess and club services.

64. c.   Conduct a reenlistment program.

65. c.   Conduct race relations and equal opportunity programs.

66. c.   Conduct an alcohol and drug abuse program.

67. b.   Operate corrective treatment and rehabilitation program, with aid of professional specialists, including counseling, training and vocational work tailored to individual needs.

68. c.   Develop and conduct crime prevention or reduction program.

69. c.   Review MP blotters, obtain pertinent information from other reports and sources and take appropriate action.

70. c.   Determine and coordinate intelligence requirements for combat patrols, long-range patrols, ground surveillance, radar activity and other forms of ground reconnaissance and surveillance.

71. c.   Determine intelligence and security requirements of rear area.

72. c.   Establish procedures for local security, camouflage, cover, concealment, dispersion and NBC protection.

73. c.   Keep abreast of NBC activities in actual or simulated combat operations and post and display NBC tactical information.

74. c.   Interpret and apply specialized tables and instruments pertaining to delivery systems and effects of nuclear weapons.

75. c.   Inspect and evaluate facilities and activities for counter-intelligence security.

76. b.   Assess friendly and enemy activities in area of operations for the application of PSYOP capabilities.

77. c.   Plan/employ surveillance radar, sensing devices, and other measures to establish local security.

78. c.   Develop logistic requirements for supported and/or subordinate units and activities.

79. c.   Provide logistic support for supported units and activities.

80. c.   Establish and organize special ammunition supply points, including safety and security arrangements.

81. c.   Conduct chemical combat service support operations.

82. c.   Carry out nuclear weapons emergency procedures to recover nuclear items and minimize hazards in event of an accident.

83. c.   Issue guidance for the requisitioning, movement, storage, security and issuing of supplies.

84. a.   Plan, coordinate, establish and operate supply, storage and distribution facilities.

85. c.   Control distribution of scarce and controlled items.

86. c.   Operate food service facility.

87. c.   Plan and coordinate assignment and employment of subordinate maintenance unit and sites and facilities for them.

88. b.   Establish and operate an office, motor pool or comparable field facility for dispatch of vehicles and displaying the status of vehicles.

89. c.   Allocate and coordinate transportation.

90. c.   Make plans and preparations for movement of unit by rail
          or ship and for its on-shore deployment and field set-
          up.

91. c.   Inspect condition and verify quantities of
          organizational equipment, weapons, and supplies.

92. c.   Establish and spot-check inventory and stock control
          procedures.

93. c.   Establish safeguards against pilferage and other
          hazards.

94. c.   Assume responsibility for the care, security, and
          maintenance of facilities, grounds, and installation
          property in unit custody.

95. c.   Assign maintenance priorities.

96. c.   Conduct or arrange for maintenance inspections.

97. c.   Establish and operate special security measures for the
          security of and access to ADM and associated classified
          material.

98. c.   Plan/arrange for, and carry out construction,
          alteration, maintenance, and repair of installation's
          physical plant and facilities.

99. c.   Plan and prepare units of instruction, POI, lesson
          plans, training aids and make arrangements for physical
          facilities.

100. c.   Coordinate instructional substance, coverage and phasing
          with others concerned.

101. c.   Arrange for military personnel educational
          opportunities.

102. c.   Formulate training goals, policies and programs.

103. c.   Conduct specialized training (ceremonies, counter-
          intelligence, EW, NBC, etc.).

104. c.   Request training areas, ranges and other training
          facilities.

105. c.   Request school allocations to meet needs of unit.

106. c.   Plan and participate in ROTC summer camp training
          activities.

107. c.   Assist designated reserve component units with the
          preparation and conduct of training.

108. c.   Accompany Army reserve component unit commander and staff on inspections and assist in handling remedial actions for surfaced problems.

109. c.   Conduct physical training.

110. c.   Manage range firing.

111. c.   Conduct inspections to evaluate unit's performance of mission, compliance with policies and regulations, state of morale, discipline and readiness, and condition of equipment and facilities.

112. c.   Determine operational readiness requirements and evaluate readiness status of unit.

113. c.   Ensure unit proficiency in basic soldier skills (hand-to-hand combat, map reading, first aid, weaponry, drill and ceremonies).

114. c.   Plan and coordinate training exercises.

115. c.   Evaluate relevant factors including mission, enemy, terrain, and troops; reconnoiter physically or by use of maps and photos and make an estimate of the situation.

116. c.   Coordinate operations planning within staff and with higher, lower and supporting organizations.

117. c.   Plan/recommend disposition and employment of unit.

118. c.   Issue operations order to carry out unit's mission.

119. c.   Evaluate plans of subordinate units and take action to correct deficiencies.

120. c.   Evaluate operation's progress and modify orders as the situation warrants.

121. c.   Check personnel, weapons, equipment and supplies and prepare for futher operations.

122. c.   Coordinate/ensure overall security of command.

123. c.   Coordinate employment of vehicles, communications, and other equipment for command group during field exercises.

124. c.   Arrange and control liaison with other headquarters.

125. c.   Coordinate signal intelligence and sensor activities.

126. c.   Coordinate logistical matters within staff and with higher, lower, and supporting organizations.

127. c.   Coordinate explosive ordnance disposal (EOD) plans and operations with others concerned.

128. c.   Plan and coordinate actions concerning refugee handling and control of civilian population in theater of operations.

129. c.   Coordinate/control subordinate combat service support unit operations.

130. c.   Coordinate actions with friendly units and civil authorities.

131. c.   Coordinate air defense support and observation plans with supported unit and other fire support units.

132. c.   Coordinate air-ground recognition, identification, and forward air-control procedures.

133. c.   Control tactical elements in motor movements and in occupation, organization, preparation and improvement of positions.

134. c.   Issue guidance for establishment and operation of headquarters command post and Tactical Operations Center (TOC).

135. c.   Establish and operate tactical operations center (TOC) to include a fire support coordination center.

136. c.   Reconnoiter and select observation positions, areas or routes of responsibility and fire positions.

137. c.   Determine capabilities and requirements for overall fire support.

138. c.   Develop and coordinate support plans such as fire support, intelligence collection, nuclear employment, etc.

139. c.   Control employment of unit's organic fire support weapons.

140. c.   Plan for/employ nuclear rounds when authorized.

141. c.   Plan tactical engineer work such as pioneering, field fortifications, demolitions and mine laying.

142. c.   Perform tactical engineering work such as pioneering, field fortifications, demolitions and mine laying.

143. c.   Determine communications requirements and capabilities and plan for their employment.

144. c.   Train subordinate commanders how to develop/improve morale and esprit in their units.

145. a.   Supervise nuclear surety (PRP).

146. a.   Plan/monitor professional association activities (AUSA, Division Assoc., etc).

147. c.   Ensure that multi-echelon training contributes toward demonstrated competence and confidence of soldiers in themselves, one another, their leaders and their units.

148. c.   Conduct periodic assessments of status of training/professional development of officers/non-commissioned officers and design a training program to sustain strengths/overcome identified deficiencies.

149. c.   Prepare dependents of Army personnel for prolonged absences of sponsors to ensure that basic family survival needs are established beforehand.

150. c.   Develop a work climate that permits rapid development of junior officers and non-commissioned officers, and which encourages the best to opt for a career in the Army.

151. c.   Resolve conflicts between subordinates.

152. a.   Establish programs that serve the needs of families within the organization.

153. c.   Plan/attend social functions with peers, superiors, and subordinates.

154. c.   Participate in leadership and tactical training seminars.

155. c.   Discharge sub-standard soldiers administratively from the Army.

156. c.   Establish programs to enhance the authority of non-commissioned officers.

157. c.   Conduct financial management at unit level (TUFMIS).

158. c.   Conduct organizational supply and maintenance management training (OMMS and OSMS).

159. c.   Praise and censure subordinates as appropriate.

160. a.   Plan/coordinate/host training meetings.

161. c.   Supervise an on-the-job training (OJT) program.

162. c.   Plan/conduct the Army Test and Evaluation Program (ARTEP) for unit.

163. c.   Maintain accountability of equipment at all times by use of hand receipts, inventories and provision of secure storage areas.

APPENDIX B

Final Noncommissioned Officer Task List

NCO Task Lists

No	Code*	Task Statement
1.	E8,E7,E6,E5	Insure suspenses are met.
2.	E8,E7,E6,E5	Recommend approval/disapproval of leave and pass requests.
3.	E8,E7,E6,E5	Prepare/maintain/monitor duty rosters.
4.	E8,E7,E6,E5	Review and annotate promotion eligibility roster.
5.	E8,E7,E6,E5	Supervise/serve as Charge of Quarters (CQ).
6.	E8,E7,E6,E5	Maintain/monitor bulletin board.
7.	E8,E7,E6,E5	Receive/monitor and route correspondence.
8.	E8,E7,E6,E5	Answer/refer inquiries concerning personnel actions.
9.	E8,E7,E6	Monitor/analyze contents of communications (correspondence, messages, directives, etc.) for action to be taken.
10.	E8,E7,E6,E5	Conduct both formal and informal counseling sessions and prepare and maintain counseling records.
11.	E8,E7,E6,E5	Review/monitor/report and correct unit Personnel Information Roster.
12.	E8,E7,E6,E5	Answer/refer pay inquiries from service members.
13.	E8,E7,E6,E5	Supervise the inprocessing/outprocessing of personnel.
14.	E8,E7,E6,E5	Initiate administrative action on AWOL soldiers.
15.	E8,E7,E6,E5	Conduct personnel asset inventory with commander.
16.	E8,E7,E6,E5	Prepare/maintain unit alert roster.
17.	E8,E7,E6,E5	Control unit personnel visiting Personnel Actions Center (PAC).
18.	E8,E7,E6,E5	Screen Leave and Earnings Statement (LES) for potential pay problems.

*Code: Grades to which tasks apply are based on a survey of 12-E8s, 12-E7s, 5-E6s, and 17-E5s. None of the E5s in the survey sample were from the combat arms. In all cases where tasks are applicable to grade E5, they should probably be assumed to apply to grade E6 as well.

19. E8,E7,E6,E5 Maintain unit standing operating procedures (SOP), e.g., draft changes and corrections and post.

20. E8,E7,E6,E5 Prepare and maintain status reports, boards and charts.

21. E8,E7,E6,E5 Consolidate/prepare recurring reports.

22. E8,E7,E6,E5 Prepare military correspondence (draft, assemble, check content, format, accuracy, etc.).

23. E7,E6,E5 Brief subordinates on precautions for using high voltage equipment and treat casualties for shock and burns, if required.

24. E8,E7,E6,E5 Develop inspection checklists.

25. E8,E7,E6,E5 Supervise/use the functional files maintained at the unit.

26. E8,E7,E5 Monitor fund drive collections.

27. E8,E7,E5 Prepare sick slips (DA Form 689).

28. E8,E7 Supervise/contribute to preparation of daily staff journal/unit historical report.

29. E8,E7,E6,E5 Initiate/monitor requests for orders.

30. E8,E7,E6,E5 Prepare assigned area for inspection and assist commander in the conduct of inspections. Record inspection results.

31. E8,E7,E6,E5 Maintain special activities calendar.

32. E8,E7,E6,E5 Recommend individuals for personnel actions (promotion, reassignment, reduction, flagging action, etc.).

33. E8,E7 Supervise unit clerk.

34. E8,E7 Check log of incoming/outgoing correspondence to PAC.

35. E8,E7,E6,E5 Monitor/maintain suggestion program.

36. E8,E7,E6,E5 Supervise requisition/maintenance of publications and blank forms.

37. E8,E7,E6,E5 Supervise maintenance of limited military publications library.

38. E8,E7,E6 Supervise transmittal of documents to Finance (leaves, allotment, pay elections, etc.).

39.	E8,E7,E6	Supervise/prepare and maintain reading files.
40.	E8,E7,E6	Supervise maintenance of leave control log.
41.	E8	Supervise unit mailroom operations.
42.	E8	Supervise the preparation and maintenance of SIDPERS transactions, records, and reports.
43.	E8	Supervise preparation and maintenance of Personnel Data Cards (DA Form 2475-2).
44.	E8,E7,E6	Prepare After-Action Reports.
45.	E8,E7	Conduct a fire prevention program to include SOPs, drills, firefighting equipment.
46.	E8,E7	Draft messages (DD Form 173).
47.	E8,E7,E6,E5	Conduct meetings (briefings, discussions, seminars, etc.).
48.	E8,E7,E6,E5	Participate in meetings (staff, commander, council, promotion boards, courts martial, etc.).
49.	E8,E7,E6,E5	Check area of responsibility and equipment for unsafe condition/fire hazards and correct/report unsafe conditions/safety violations.
50.	E8,E7	Evaluate/monitor effectiveness of troop mess facility (sanitation, food preparation, etc.).
51.	E8,E7,E6,E5	Evaluate effectiveness of unit supply (economy, accountability, etc.).
52.	E8,E7,E6,E5	Arrange for transportation of personnel and equipment.
53.	E8,E7,E6,E5	Monitor the requisitioning, use and return of protective clothing and safety gear.
54.	E8,E7,E6,E5	Monitor/coordinate resupply operations.
55.	E8,E7,E6,E5	Determine supply requirements.
56.	E8,E7,E6,E5	Counsel soldier on the procedure he/she must follow to be relieved from pecuniary liability.
57.	E8,E7,E6,E5	Review and make recommendations regarding reports of survey and statements of charges.
58.	E8,E7,E6,E5	Control/monitor equipment usage.
59.	E8,E7,E6,E5	Conduct physical inventories (installed property, equipment, supplies, ammunition, etc.).

60.	E8,E7,E6,E5	Conduct/monitor inventory of absentees' personal effects and military equipment.
61.	E8,E7,E6,E5	Inspect basic loads.
62.	E8,E7,E6,E5	Maintain hand receipts.
63.	E8,E7,E6,E5	Monitor ration records and reports.
64.	E8,E7,E6,E5	Enforce standards of military discipline, courtesy, and dress.
65.	E8,E7,E6,E5	Monitor troop health and welfare and advise superior of problem areas.
66.	E8,E7,E6,E5	Determine projects and details for extra duty personnel.
67.	E8,E7,E6,E5	Brief newly assigned personnel on mission and policies.
68.	E8,E7,E6,E5	Recommend judicial (courts martial) and non-judicial (Article 15) action to commander.
69.	E8,E7,E6,E5	Visit personnel in hospital/confinement.
70.	E8,E7,E6,E5	Recommend and initiate non-punitive (letters of reprimand, admonishment, etc.) disciplinary measures.
71.	E8,E7,E6,E5	Protect the rights of an accused or suspected individual.
72.	E8,E7,E6,E5	Explain local laws, regulations, customs, and civilian-military relations (e.g., Status of Forces Agreement, city status, off-limit establishments, etc.) to personnel.
73.	E8,E7,E6,E5	Inspect individual and organizational equipment for serviceability.
74.	E8,E7,E6,E5	Review/prepare/forward accident reports.
75.	E8,E7,E6,E5	Assist in development of junior officers.
76.	E8,E7,E6,E5	Recommend pretrial confinement.
77.	E8,E7,E6,E5	Train/form and march unit for drill and ceremonies.
78.	E8,E7,E6	Plan/coordinate ceremonies.
79.	E8,E7	Prepare and post summary of non-judicial punishment administered Form (DA Form 3743R) on bulletin board.

80.	E8,E7	Monitor administrative preparation of record of proceedings under Article 15, UCMJ.
81.	E8,E7,E6,E5	Plan/organize unit recreation activities.
82.	E8,E7,E6,E5	Research manual for courts martial.
83.	E8,E7,E6,E5	Monitor Unit Fund Council meetings and functions.
84.	E8,E7,E6,E5	Determine or assist commander to determine criteria for probable cause for search and seizure.
85.	E8,E7	Supervise the preparation of sworn/unsworn statements.
86.	E8,E7,E6,E5	Supervise occupation and restoration of bivouac area.
87.	E8,E7,E6,E5	Supervise local area security.
88.	E8,E7,E6,E5	Implement tactical cover and deception plans (noise, light, litter discipline, camouflage, etc.).
89.	E8,E7,E6,E5	Organize/supervise the MUAA/IUA (trains) area.
90.	E8,E7,E6	Direct coordination and preparation of advance party.
91.	E8,E7,E6,E5	Train for or erect/inspect/repair field fortifications.
92.	E8,E7,E6,E5	Plan/implement field sanitation activities.
93.	E8,E7,E6,E5	Evaluate operations orders for impact on unit capabilities.
94.	E8,E7	Plan command post (CP) general location.
95.	E8,E7	Prepare/monitor unit tactical feeding plan.
96.	E8,E7,E6,E5	Decontaminate equipment.
97.	E8,E7,E6,E5	Monitor use of unit radio during NBC survey/monitoring.
98.	E8,E7,E6,E5	Train for/conduct tactical ground movements.
99.	E8,E7,E6,E5	Prepare loading plans and spot check loaded vehicle for compliance with vehicle loading plans.
100.	E8,E7,E6,E5	Supervise handling of prisoners of war and refugees.
101.	E8,E7,E6,E5	Develop, implement, and monitor human relations program.
102.	E8,E7,E6,E5	Support and coordinate post/community details.

103.	E8,E7,E6,E5	Instruct personnel on standards, traditions, and division of duties in Army.
104.	E8,E7,E6,E5	Monitor guard mounts and guard performance, instruct personnel on guard duties, conduct guard mount, post and inspect sentinels.
105.	E8,E7,E6,E5	Counsel and assist personnel with personal problems.
106.	E8,E7,E6,E5	Recommend approval/disapproval of personnel actions (DA Form 4187).
107.	E8,E7,E6,E5	Evaluate and counsel military personnel on job performance (good or bad).
108.	E8,E7,E6,E5	Counsel/assist personnel concerning personnel actions.
109.	E8,E7,E6,E5	Prepare EER/SEER and review for accuracy and completeness.
110.	E8,E7,E6,E5	Make appointments for enlisted personnel (medical, chaplain, IG, AER, etc.).
111.	E8,E7,E6,E5	Recommend personnel for administrative elimination.
112.	E8,E7,E6,E5	Recommend personnel for special/additional duties.
113.	E8,E7,E6,E5	Recommend duty assignment and changes in utilization of personnel.
114.	E8,E7	Review/correct unit manning report.
115.	E8,E7,E6,E5	Monitor/implement/supervise unit weight control program.
116.	E8,E7	Supervise the unit enlisted sponsorship program.
117.	E8,E7,E6,E5	Counsel personnel on SQT (e.g., preparation, scoring, importance, etc.).
118.	E8,E7,E6	Prepare/review enlisted personnel rating scheme.
119.	E8,E7	Recommend personnel for MOS reclassification.
120.	E8,E7,E6,E5	Provide input to TOE/TDA changes.
121.	E8,E7,E6,E5	Write/provide input for recommendations for awards/decorations and monitor program.
122.	E8,E7,E6,E5	Prepare/review military personnel job descriptions.
123.	E8,E7,E6,E5	Write letters of welcome to newly assigned personnel.
124.	E8,E7,E6	Provide input to manpower survey documentation.

125.	E8,E7,E6,E5	Establish work priorities and distribute workloads.
126.	E8	Prepare/review civilian evaluation reports.
127.	E8,E7,E6,E5	Promote understanding and compliance with orders.
128.	E8,E7,E6,E5	Talk to dependent wives, husbands (requests, NEO procedures, etc.).
129.	E8,E7,E6	Provide personnel services.
130.	E8,E7,E6,E5	Apply motivational (rewards and punishments) techniques.
131.	E8,E7,E6	Supervise/monitor conduct of counseling in the unit.
132.	E8,E7,E6,E5	Assist/counsel in career planning and personal development.
133.	E8,E7,E6	Conduct NCO calls.
134.	E7,E6,E5	Instruct personnel in combat patrol techniques.
135.	E8,E7,E6,E5	Recommend personnel to attend service schools/additional for specialized training.
136.	E8,E7,E6,E5	Provide input to training schedules.
137.	E8,E7,E6,E5	Plan/provide input for unit NCO training.
138.	E8,E7,E6,E5	Develop/supervise/conduct physical fitness training/program.
139.	E8,E7,E6,E5	Monitor subordinates' attainment of DA minimum civilian education goals.
140.	E8,E7,E6,E5	Instruct NCO's on relationship between soldiers' manuals, SQT's, and ARTEP's.
141.	E8,E7,E6,E5	Critique deficiency of enlisted instructors.
142.	E8,E7,E6,E5	Evaluate training effectiveness to determine if commanders' training objectives are met.
143.	E8,E7,E6,E5	Implement/conduct training to correct individual/unit deficiencies.
144.	E8,E7,E6,E5	Supervise/conduct training rehearsals and both classroom and outdoor/field type training.
145.	E8,E7,E6,E5	Designate personnel to attend unit training.
146.	E8,E7,E6,E5	Review training performance objectives.

147. E8,E7,E6,E5   Provide input to unit Master Training Forecast.

148. E8,E7,E6,E5   Organize/monitor/implement unit SQT study program.

149. E8,E7,E6,E5   Plan use of available training time.

150. E8,E7,E6,E5   Plan, coordinate, and supervise/conduct unit and individual training.

151. E8,E7,E6,E5   Establish performance objectives based on commander's and SQT training guidance.

152. E8,E7,E6,E5   Instruct subordinates in the basic military skills, e.g., firing and maintenance of TOE weapons, map reading, first aid, communications, etc.).

153. E8,E7,E6,E5   Designate and train enlisted training instructors.

154. E8,E7,E6,E5   Determine and coordinate required support for training.

155. E8   Determine priorities of tasks selected for training in unit.

156. E8,E7,E6,E5   Draft/review a training outline.

157. E8,E7,E6,E5   Implement an on-the-job (OJT) training program.

158. E8,E7,E6,E5   Incorporate multi-echelon collective training in training program (e.g., concurrent training).

159. E8,E7,E6,E5   Conduct training briefings.

160. E8,E7,E6,E5   Record results of training.

161. E8,E7,E6,E5   Inspect unit buildings and grounds.

162. E8,E7,E6,E5   Supervise and monitor cleaning and lubrication of equipment.

163. E8,E7,E6,E5   Instruct personnel in vehicle operator maintenance techniques and spot check vehicles for preventive maintenance indicators.

164. E8,E7,E6,E5   Check/monitor unit vehicles, equipment, and area for hazardous/unsafe conditions and correct/report safety program violations.

165. E8,E7,E6,E5   Spot check/monitor vehicle trip tickets and dispatch records.

166. E8,E7,E6,E5   Supervise/monitor personnel performing preventive maintenance.

167. E8,E7,E6,E5 Review operational readiness status of unit vehicles and equipment.

168. E8,E7,E6,E5 Establish maintenance priorities.

169. E7,E6,E5 Review maintenance/repair work assignments and prepare work schedules.

170. E7,E6,E5 Initiate Equipment Improvement Recommendations (EIR).

171. E7,E6,E5 Prepare both serviceable and unserviceable equipment for turn-in and initiate requests for issue/turn-in.

172. E8,E7,E6,E5 Review/revise maintenance SOPs, inspection checklists, modification work orders (MWOs), records, logbooks, and prepare inspection reports.

173. E7,E6 Process maintenance/calibration requests/work orders and coordinate workload with supporting unit.

174. E8,E7,E6,E5 Install, maintain, regulate and operate/supervise operation of generators.

175. E8,E7,E6,E5 Correct/report security violations.

176. E8,E7,E6,E5 Supervise/monitor key control.

177. E8,E7,E6,E5 Insure personally owned high dollar value items are registered by serial number.

178. E8,E7,E6 Handle the receipt, storing, access, and destruction of classified materials in accordance with regulations.

179. E8,E7,E6,E5 Insure that privately owned weapons are secured in accordance with local directives.

180. E8,E7,E6,E5 Safeguard "for official use only" and other classified material.

181. E8,E7,E6,E5 Conduct physical security inspections and determine unit physical security requirements.

182. E8,E7 Prepare/maintain/review security access roster.

183. E8,E7,E6,E5 Conduct arms room inspections and inventories of ammunition.

184. E8,E7 Recommend suspension/revocation of security clearances.

185. E8,E7,E6,E5 Collect/report information of potential intelligence value.

186.	E8,E7,E6,	Conduct unit physical security training.
187.	E8,E7,E6,E5	Implement/enforce unit communications security procedures.
188.	E8,E7,E6,E5	Develop and enforce unit safety program.
189.	E8	Establish and operate field ration mess.
190.	E8,E7,E6,E5	Emplace/recover or supervise the emplacement and recovery of field expedient warning devices.
191.	E8,E7	Supervise establishment and operations of a unit motor pool.
192.	E8,E7,E6,E5	Evacuate/supervise evacuation of sick and injured to aid station.
193.	E8,E7,E6,E5	Train for/establish a tactical bivouac.
194.	E8,E7,E6,E5	Train for/conduct rear area protection operations.
195.	E8,E7,E6,E5	Train for/conduct civil disturbance operations.
196.	E8,E7,E6,E5	Disseminate intelligence and weather data to subordinates and support elements.
197.	E8,E7,E6,E5	Train for/establish observation and listening posts.
198.	E7,E6,E5	Train for/conduct day and night surveillance.
199.	E8,E7,E6	Train for/occupy and secure company CP.
200.	E8,E7,E6,E5	Train for/assist in site reconnaissance, selection and improvement.
201.	E8,E7,E6,E5	Supervise operations in an EW environment.
202..	E8,E7,E6,E5	Supervise operations in an NBC environment.
203.	E8,E7,E6,E5	Train for/implement/supervise unit defensive posture.
204.	E8,E7,E6,E5	Train for/identify opposing force (OPFOR) weapons and equipment.
205.	E8	Develop plan for medical support.
206.	E8,E6	Prepare operations estimate.
207.	E8,E7,E6	Request/provide/supervise provision of PLL to elements at worksite.
208.	E7,E6,E5	Train in range estimation and adjustment of fire.

209. E8,E7,E6,E5   Train for/supervise/implement response to air/ground attack.

210. E8,E7,E6,E5   Treat/supervise the treating of drinking water.

211. E8,E7,E6,E5   Provide/insure laundry exchange.

212. E8,E7,E6   Perform command and liaison visits.

213. E8,E7,E6,E5   Train/organize for combat operations.

214. E8,E7,E6   Implement and monitor Personnel Reliability Program (PRP).

215. E8,E7,E6,E5   Instruct members of crew served weapons and vehicles in the operation and maintenance of their equipment.

216. E8   Train and certify personnel for NBC weapons logistical movement.

217. E8,E7,E6,E5   Monitor energy conservation program.